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ABSTRACT

The only graduate program in the United States devoted entirely to tribal management is designed to educate and prepare students for employment with Indian tribes and organizations and with federal and state agencies. The highly academically structured 34-hour program addresses concerns often ignored in corporate management and public administration programs. Those concerns include: communication systems: Indian personnel management systems: accounting systems: academic resources: the sociological impact of the bureaucracy: the relationship between tribal government and tribal management: program management: limited tribal staff: and Indian law. The MBA program, which takes advantage of research activity common to graduate study and includes externships with tribal governments, will require the long range continuation of tribal management as an academic discipline, professional and staff development and recruitment, validation, a strong publicity effort aimed at Indian students, and serious preparation of Indian students for graduate school. Admission requirements include a strong academic background in business. Course descriptions are included. (SB)

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SUMMARY

THE MBA - TRIBAL MANAGEMENT PROGRAM

Donald J. Bread
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Tahlequah, Oklahoma
April 1979

The intent and design of the MBA - Tribal Management Program is to create a graduate level program in the discipline of Tribal Management, and to award a Master's Degree of Tribal Management. Not only will Northeastern State University award such a degree upon completion of this unique and comprehensive curriculum, vastly different from that of corporate management or public administration, but they will also set up the structure for graduate research in tribal management problems. This is the first academic program in the United States to treat tribal management as a professional career with performance standards and ethics. Expertise in this area is greatly needed in today's growing tribal budgets, and the critical need continues for management for Indian tribes and nations, and related service agencies.

The 1970 U.S. Census listed nearly 640 Indian tribes and nations. The Bureau of Indian Affairs recognized over 320 of those tribes. Of those 320 tribes and nations recognized by the Federal Government, over 150 have their own central tribal management group and administration. From the outset, at least 150 tribal entities are in need of the creation, definition, and structure of a management system that addresses their needs.

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BACKGROUND:

The American Indian tribes and nations in their histories have undergone a number of agonizing and drastic changes in order to survive in the alien social system of the white man. Today, it seems that the American Indian has adapted to the non-Indian society in a number of compatible and productive areas. The culmination of effort by both the Indian and non-Indian is the hope of a viable instrument for interfacing the two worlds and allowing each a certain amount of social and economic equity. That hope can be the Self-Determination Act of 1976 and the conceptual basis for its legislation.

The American Indian tribes and nations today are anxious to determine their own destinies, something that was secured for the non-Indian American public through a metamorphic history. It is past time for that privilege or right of self-determination, ironically enough, to be extended to the First Americans. Parallel to the development of a social conscious of the American society is the development of the Indian's insight into how the American system worked, and especially the bureaucracy which has served as its guardian.

The tribes and nations have undergone a long progression of successes and failures in changing from traditional methods of Tribal and Tribal U.S. Governmental affairs to today's seeming Tribal bureaucratic systems. It is to this current stage of development that the MBA - Tribal Management Program addresses.

In order to effectively and efficiently, yet within the cultural and social guidelines of the tribes and nations, deal with the additional programs under the self-determination age, the administrative managerial capacities and management systems of the tribes and nations need disciplined review and analysis.

On May 27 - 28, 1976, the Cherokee Nation hosted, in cooperation with Northeastern State University, a conference to discuss and investigate the need and feasibility for a master's program in Tribal Management. Over twenty-five (25) Tribal Leaders and Representatives of Oklahoma Tribes registered for this conference. During the course of this conference, a number of unique problems were identified and the resolution of the participants was to fully endorse the concept of a graduate program in Tribal Management.

Areas that corporate management and public administration, as taught by higher education institutions, fail to address for tribal concerns include the following:

1. Communications Systems - Often due to the language difference, many Tribal Management Systems are not effective. This includes English to Indian language problems and the problems of conceptual connotations being different between languages, besides the common problems of business communication.
2. Indian Personnel Management Systems - Problems in this area that are unique include cultural problems and problems related to adapting to alien urban areas and job requirements.

3. Accounting Systems - Often because of the multi-role of the tribes and mations, the accounting systems suggested by public administration (municipal fund accounting) and corporate management (profit and loss) do not adequately address tribal management needs.

4. Academic Resources - Tribes need the benefit of the higher academic exercise such as research, curriculum development, administrative interloan libraries, access to innovative approaches to tribal problem resolution, and a Journal of Tribal Management.

5. Sociological Impact of the Bureaucracy - Inquiry is needed into the phenomena of the transitions that Indian persons go through when working under the influence of, or in a bureaucratic system.

6. The Relationship Between Tribal Government and Tribal Management - A question that needs attention is "How does the Structure of the Tribal Government Affect the Management of the Tribe?"

7. Program Management - How can more efficient program performance be obtained by Tribal Administration, including design, implementation, and evaluation?

8. Limited Tribal Staff - A number of problems arise because of the limited staffs of Tribal Administrations. Not only are there problems in recruiting outside assistance, but also in-house problems arise such as conflict of interest and nepotism.

9. Indian Law - Probably the most complex is the effect of Indian law upon tribal management. Included here are problems with water rights, restricted land, financing provisions, and trust responsibilities.

Other areas of questions, need, or assistance identified by the conference included program indirect cost rates, motivational training, goal setting methods, pay increments, tribal planning systems, tribal philosophy determination, legal history, cultural awareness, bilingual orientation, Indian philosophy and psychology, reporting systems, proposal writing, feasibility studies, ecology management, touristry management, land management, and others.

In addition to the programmatic need for internal efficiency in Tribal Management, there exists a void that extends to a number of Indian service agencies and tribes or nations. Philosophical and academic leadership for construction of a performance-based Tribal management system can only come from higher education institutions to legitimize and scrutinize the proposed systems and techniques in the classroom setting and in the research field setting. The growing discipline of Tribal Management will have to be validated along a number of critical guidelines including cultural compatibility, efficiency, consistency with federal programming, accountability, management, ethics, etc. Stability and on-going commitment is needed to develop such a program that will put Tribal Managment in the Indian public eye for scrutiny and development.

NEEDS:

The needs for Tribal Management can be categorized in two headings: Program Development and Student Education. In order to provide the American Indian tribes and nations with Tribal Management capacity, Program Development and Student Education both need to be thoroughly addressed not only to produce personnel, but also to create the academic support and promulgation systems. Tribal Management must be given attention as a dignified academic discipline and professional career. Program development will consist of three components including: degree granting, continuation of an academic discipline, and professional development.

A graduate program is needed instead of an undergraduate program because of the research which accompanies a graduate program and the current number of unprepared Indians with undergraduate degrees presently administering tribal programs.

A second part of Tribal Management Program Development is the continuation of Tribal Management as an academic discipline. Tribal Management, rooted in a higher education institutional setting, will have the opportunity to develop to a state of art over the long run, whereas, the short run approach of government seminars and other sporadic academic short course training has failed. Instruments needed to assist Tribal Management development as an ongoing management discipline include publication of articles and books, and publication of a Journal of Tribal Management. Instruments and provisions are needed to insure that Tribal Management develops with contributions from all tribes to legitimize and validate all the theories and productions resulting from graduate research.

A third component needed for Tribal Management program development is the recruitment and development of professors and other personnel to adequately staff and secure the ongoing capacity of developing tribal management beyond an embroyonic state, and to insure the student of proper professional training. Permanent staff will have to be hired, and provisions will need to be made for visiting professors, graduate assistants, and research assistants.

Under the second major heading for development of tribal management is student education which would include student recruitment, counseling graduate assistants, and research assistants.

A serious and extensive recruitment program will be necessary at the tribal and undergraduate university levels to inform prospective students about the design, intent, and offering of the Master of Tribal Management Program. Techniques such as the writing of news releases, article publication, and production of brochures and posters will be needed to inform the Indian population of the program.

A crucial element in the determination of success of such a program is the graduate study preparation and continued counseling for Indian participants. Since the need for Tribal Management capacity is an immediate need, undergraduates without business or administration backgrounds will need preparation for graduate study in management and assistance in completing prerequisite courses. Counselors and tutors will be needed for assistance in completing graduate courses for which participants find themselves ill prepared.

An integral part of the MBA-Tribal Management Program will be an intensive externship with tribal governments and in each of the functions

necessary in their operation. A suggested pattern of the externship would place the individual in one tribal setting and allow that person to perform as an administrative assistant to the planning, accounting, personnel, program administration or executive departments of the tribe. Practical exposure to the everyday problems involved in tribal management will allow the individual to appreciate the inter-workings and needs for coordination within a tribal structure and provide the basis for building a sound sense of judgment on policy, procedural and implementation problems. It is also suggested that none of the basic functions of tribal operations should be excluded in that the externship program should provide a working overview of Tribal Management to the extern.

After completion of the degree, placement and follow-up with employer will be needed to evaluate and refine the MBA-Tribal Management Program.

In summary, the American Indian tribes and nations, governmental agencies serving Indians, and Indian organizations need a Tribal Management Program, as an ongoing and developing concern which has been legitimized, validated, and institutionalized as a graduate higher education degree granting program.

Donald J. Bread, Director
MBA - Tribal Management Program

MBA - TRIBAL MANAGEMENT PROGRAM

Admission Requirements

To be admitted to the Graduate College and the MBA - Tribal Management Program at Northeastern State University, the applicant must have:

1) Completed requirements for a bachelor's degree at an accredited college or university.

2) Submitted official copies of transcripts of undergraduate and any graduate hours earned directly to the Office of the Graduate College, Northeastern State University.

3) Submitted a completed application for admission directly to the Office of the Graduate College, Northeastern State University.

4) Submitted three (3) letters of reference directly to the MBA-Tribal Management Program, Northeastern State University.

5) Maintained an overall gradepoint average of 2.50, based upon a 4.0 scale, on all undergraduate work attempted or a grade point average of 2.75 on the last 60 hours attempted, or achieved a sufficiently high score on the Graduate Record Examination general aptitude test to be placed in the upper three-fourths of college graduates nationally. The applicant for the MBA degree may substitute the Miller Analogy Examination. A person may be admitted conditionally with a 2.3 overall grade point average on all undergraduate work attempted, but the individual must make a 3.0 with no grade less than "C" in the first 12 hours of graduate work. An individual not eligible for conditional admission may be admitted to a non-degree classification which will permit the taking of graduate classes. Hours taken in the non-degree category may be subsequently used to meet conditional admission requirements.

6) The application for admission to the Graduate College may be obtained from the Office of The Graduate Dean. It should be submitted at least one month prior to the first enrollment for graduate credit. If it is approved, an advisor will be appointed to assist the student in the enrollment procedure. Official (sealed) transcripts of all college work completed must be sent by the college or university.

In addition to the above requirements of the Graduate College, the applicant must have earned the following undergraduate semester hours in business and economics:

1) Six hours of Principles of Accounting

2) Three hours of Business or Economic Statistics

3) Three hours of Principles of Economics

4) Three hours of Business Law

5) Three hours of Business Communications

6) Twelve hours of Advanced Business Electives

(If the student has had equivalent preparation or experience, the business division may waive the last requirement.)

Track A Student: A student who has fulfilled all admission requirements to the graduate college as well as all admission requirements to the MBA - Tribal Management Program.

Track B Student: A student who has not taken all required courses listed above may be admitted to the Tribal Management Program but not be admitted to candidacy for the MBA degree in Tribal Management until all deficiency requirements have been completed.

If you do not have the necessary requirements, you will be classified as a Track "B": Post Graduate Student in the program, working on necessary pre-requisite requirements. This will mean approximately one more additional year of work on the MBA Degree in Tribal Management depending upon how much of the prerequisites you need.

Students not having the required prerequisites and wishing to seriously pursue a career in Tribal Management, should plan to enter the Tribal Management Program as a Track B Post Graduate Student. Although this may mean additional time in obtaining your MBA degree in Tribal Management, the "payoff" will be more than worth the additional time necessary in getting the necessary prerequisites.

Admission Requirements for Track B Students: If you do not qualify for admission into the Tribal Management Program as a Track A student and wish to enter the Tribal Management Program as a Track B student, you are required to file the following credentials in the Office of Admission and Records, NOT the Graduate Dean.

1) An application for admission as a post graduate student should be sent directly to the Office of Admission and Records.

2) An applicant who has not attended Northeastern State University before must file along with the application for admission the complete health record required by N.S.U.

3) Official transcripts sent directly from colleges previously attended to the Office of Admission and Records.

4) Three letters of reference should be sent directly to the MBA-Tribal Management Program.

GRADUATE DEGREE OR CERTIFICATE OBJECTIVES

DEGREE PROGRAMS

1585 MASTER OF BUSINESS ADMINISTRATION
1685 MASTER OF BUSINESS ADMINISTRATION - TRIBAL MANAGEMENT

MASTER OF SCIENCE
3145 COUNSELING PSYCHOLOGY
9850 CRIMINAL JUSTICE
8445 INDUSTRIAL TECHNOLOGY

MASTER OF EDUCATION
3185 COUNSELING
3226 ELEMENTARY EDUCATION
3500 JUNIOR COLLEGE TEACHING
3505 Behavioral Science
3509 Biological Science
3513 Business Administration
3517 Business Education
3519 Criminal Justice
3521 Economics
3525 English
3529 Geography
3533 Health & Physical Education
3537 History
3541 Home Economics
3543 Humanities and Fine Arts
3545 Industrial Arts
3549 Industrial Technology
3553 Language Arts
3557 Mathematics
3561 Physical Science
3565 Psychology
3569 Political Science
3571 Reading
3573 Safety and Physical Education
3577 Sociology
3581 Social Science
3585 Student Personnel Services
3760 READING
3765 SCHOOL ADMINISTRATION
3770 SECONDARY EDUCATION
3771 Art
3775 Biology
3779 Business Education
3783 Chemistry
3787 Economics
3791 English
3795 Foreign Language
3799 Geography
3803 Health & Physical Education
3807 History
3811 Home Economics
3815 Industrial Arts
3819 Library Science
3823 Mathematics
3827 Music
3831 Physics
3835 Political Science
3839 Sociology
3843 Speech
3870 SPECIAL EDUCATION

CERTIFICATE PROGRAMS

3040 ADMINISTRATOR'S CERTIFICATE
3045 Provisional Superintendent's Certificate
3050 Provisional Elementary School Principal's Certificate
3055 Provisional Secondary School Principal's Certificate
3060 Standard Elementary School Principal's Certificate
3065 Standard Secondary School Principal's Certificate
3070 Standard Superintendent's Certif.
3180 COUNSELING
5190 DRIVERS AND SAFETY EDUCATION CERTIF.
3740 PROFESSIONAL CERTIFICATE - ELEMENTARY
3741 PROFESSIONAL CERTIFICATE - SECONDARY
3752 PSYCHOMETRIST CERTIFICATE
3755 READING SPECIALIST CERTIFICATE

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COURSE DESCRIPTIONS

Tribal Management

5013 Indian Law 3 hours

Various state and federal laws that directly affect Indians and their tribal operations. Topics include restricted lands, trust responsibilities, water rights, tribal sovereignty, and tribal financing.

5053 Effective Communications for Tribal Managers 3 hours

Various methods managers use to communicate while recognizing cultural and language differences. Differences between tribal languages and English and how these differences enhance or deter optimum tribal management.

5113 Tribal Government and Tribal Management 3 hours

A study of relationships between professional tribal administrators and the governing councils or trustees that are the elected representatives of the tribes, and how the structural relationship affects tribal operations.

5163 Tribal Relationships with Federal and State Governments 3 hours

An analysis of methods which increase the effectiveness of tribes in dealing with the governmental bureaucratic agencies.

5213 Tribal Problem Identification and Resources 3 hours

Recognizing the need for external assistance. Determining how to locate, hire, and evaluate consultants, professionals as well as para-professionals. Emphasis on utilizing the para-professional instead of higher costs professionals without sacrificing quality.

5253 Principles of Tribal Management 3 hours

Tribal management and its unique demands. Organizing, planning, directing, controlling, and personnel management as applied to Indian organizations.

5313 Advanced Tribal Management Policy 3 hours

Long-term planning by tribal managers and the development of policies and procedures to achieve long-term goals. The impact of program and organizational structures on tribal operations.

5353 Tribal Control, Information, and Accounting Systems 3 hours

Comprehensive accounting systems for tribal owned operations as well as federal and state funded programs. Principles of budgeting and financial reporting.

5473 Grantsmanship 3 hours

The basics in writing techniques, identification of funding sources and how to use agency literature in the preparation of proposals. A finished draft of a grant proposal is required.

5513 Comparative Tribal Systems 3 hours

An analysis and comparison of the organizational structures of many of the dominant tribal systems to discover the advantages and disadvantages of each system.

5394 Tribal Externship and Practicum Paper 4 hours

Placing student with Indian tribes/organizations for three months to give student the opportunity to analyze, develop and compile an indepth research paper from the experiences of the externship.

5713 Business Research Methods 3 hours*

Selection of research problems, sources of data, analysis, presentation, report writing, directed reading, class reports, and a research problem. Designed to aid graduate students in planning research as well as analyzing reports and evaluating research.

Marketing - A graduate marketing course ** 3 hours

Business Elective - A graduate business elective ** 3 hours

* Should be completed the first semester or before the first 17 hours.

** Must have approval of the MBA-Tribal Management Advisor.

College of Business Administration

Master of Business Administration Degree
in

Tribal Management

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The MBA-Tribal Management Program is a 34-hour graduate program designed to academically educate and prepare graduate students interested in working for Indian people through employment with Indian tribes, Indian organizations, or federal and state agencies. The program is a highly academically-structured program with total emphasis on tribal management. **The MBA-Tribal Management Program at Northeastern State University** is the only program of its kind in the United States whose 34-hour curriculum is totally devoted to tribal management.

PREREQUISITE REQUIREMENTS

To be admitted to the **MBA-Tribal Management Program at Northeastern State University**, the applicant must have completed requirements for a bachelor's degree at an accredited college or university and must have earned the following undergraduate semester hours in business and economics:

1.) Six hours of principles of accounting;
2.) Three hours of business or economic statistics;
3.) Three hours of principles of economics;
4.) Three hours of business law;
5.) Three hours of business communication;
6.) Twelve hours of advanced business electives.

Tract "A" students are those students who have met the above stated prerequisites.

Tract "B" students are those who have not yet completed the above stated prerequisites, but are admitted into the program as post-graduate students working on the necessary prerequisites. **Tract "A" students** should complete the program in about one year; **Tract "B" students** should be able to complete the program in about two years.

COURSES REQUIRED

[For MBA Degree In Tribal Management]

1) Indian Law..... 3 hrs.
2) Effective Communications for Tribal Managers..... 3 hrs.
3) Principles of Tribal Management..... 3 hrs.
4) Tribal Control and Accounting Systems..... 3 hrs.
5) Grantsmanship..... 3 hrs.
6) Comparative Tribal Systems..... 3 hrs.
7) Tribal Government and Its Relationship to Tribal Managers..... 3 hrs.
8) Tribal Relationship with Federal and State Governments..... 3 hrs.
9) Tribal Problem Identification and Resources Development..... 3 hrs.
10) Advanced Tribal Management..... 3 hrs.
11) Tribal Externship and Practicum Paper*..... 4 hrs.
12) Business Research Methods**..... 3 hrs.
13) Marketing***..... 3 hrs.
14) Business Elective***..... 3 hrs.

*The tribal externship and practicum paper will provide the student with the opportunity to actually work for an Indian tribe for a three-month period. Upon completion of this three-month externship, the student will be required to write a paper on the work experience.

**Should be completed the first semester or before the first 17 hours.

***Must have approval of the MBA-Tribal Management Advisor.

For additional information, contact
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